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DIRECTOR OF CENTRAL INTELLIGENCE
Human Resources Committee

OFFICE OF THE CHAIRMAN

HRC-82-023
8 March 1982

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MEMORANDUM FOR: See Distribution

FROM:

[redacted]
Chairman, Human Resources Committee

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SUBJECT:

FOCUS Review [redacted]

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1. As the first step in a FOCUS review of the reporting from the U.S. Embassy [redacted] I am inviting you or your representative to an assessment seminar of policy officers, collectors, and consumers of information on [redacted] 31 March [redacted]

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The seminar will be chaired by Mr. David Gries, NIO/EA. Please telephone [redacted] by COB 29 March to give her the names of those who will attend. Attendees are requested to contact their agency security officers and have the level of their clearances passed. (For SECRET or TOP SECRET, call [redacted] IC Staff, [redacted] above TOP SECRET, call [redacted])

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2. In previous FOCUS reviews, it has been useful to request the principal participants to prepare and circulate in advance of the seminar a brief, informal, working paper evaluating a designated portion of the reporting received during the past year. Although such evaluations would be welcome from any and all, I suggest the following division of responsibility:

Foreign Policy	State
Domestic Political	CIA/DDI
Economic	CIA/DDI
Military/Security	DIA

3. I attach a list of questions which you may find convenient in preparing your evaluations. I would hope these comments could include, in addition to the general assessment, reference to key developments of the past year which were particularly well-covered by the Embassy or which may not have been. Kindly send your evaluations to [redacted]

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[redacted] So that they may be circulated before the seminar, [redacted] will need to have these assessments no later than COB March 22.

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4. Also attached is a copy of the last Post Substantive Reporting Plan for [REDACTED]

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5. In the interest of as thorough a review as possible, I shall ask the following components to take a lead at the seminar in discussing the written evaluations as follows:

Foreign Policy
Domestic Political
Economic
Military/Security

CIA (and NSC Staff)
State/INR
Treasury and State
CIA [REDACTED]

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There will be opportunity following the general discussion for consumers with particular interests in biographics, publications acquisition, narcotics, terrorism, etc., to review the support they have received, but written evaluations on these subjects also would be welcome.

6. In order that a balanced report may ensue, I ask each of you to think in terms of what reporting might be reduced or eliminated as well as what areas you would like to see enhanced, and in particular what reporting requirements should be given priority.

7. All of the above paragraphs are classified SECRET.

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Attachments:

- A. FOCUS Procedures
- B. Questions for FOCUS Review
- C. Post Substantive Reporting Plan

ATTACHMENT A to
HRC-83-023

F O C U S

FOCUS is an interagency program which reviews the reporting by human resource elements of the Intelligence Community and other departments and agencies affiliated with US Diplomatic Missions abroad. The FOCUS Review Program is conducted by the Human Resources Committee, an interagency body, which advises the Director of Central Intelligence. FOCUS Reviews are designed to contribute to effective management, coordination and utilization of reporting programs in the field and at the Washington level. The program (a) assesses the adequacy, timeliness, and responsiveness to national intelligence needs in support of national policy goals of the reporting from selected US Missions abroad; and (b) provides Chiefs of Mission with timely, concise, and agreed statements of priority national intelligence needs.

FOCUS Reviews are carried out in close coordination with responsible policy officers of the Departments of State, Defense, and Treasury, and the National Security Council Staff. The views of Chiefs of Mission are solicited in advance of the review and carefully taken into account.

The FOCUS process is as follows:

(1) Agreement of the foreign policy and intelligence communities is obtained for a schedule of FOCUS Reviews.

(2) Well in advance of a particular Review, the Chief of Mission is notified and his views sought.

(3) A seminar is held under the chairmanship of the appropriate National Intelligence Officer or other senior official and attended by representatives of foreign affairs and intelligence elements knowledgeable of and concerned with the particular country. The seminar takes into consideration any currently valid statements of policy objectives and reporting needs by agencies responsible.

(4) Based on the views expressed at that seminar concerning the quality, timeliness and responsiveness of the Missions' reporting in support of US policy goals and issues, a reporting evaluation is prepared by the National Intelligence Officer. The seminar also attempts to identify areas where additional reporting is needed or may exceed that which is needed and problems affecting the ability of the Mission to meet its reporting responsibilities. In addition, Reviews include an assessment of open-source collection activities undertaken by Mission Map and Publication Officers.

(5) To supplement this review of reporting, a prioritized statement of information needs is prepared and issued either in the form of a National HUMINT Collection Plan or as an integral part of

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the FOCUS Review. This Review also indicates, where possible, actions which individual departments or agencies intend to undertake to respond to needs identified in the review.*

(6) The FOCUS Review is coordinated in draft with the concerned departments and agencies through the Human Resources Committee and the final version is sent to the Deputy Director of Central Intelligence for approval. It is then forwarded by him to the Chief of Mission for his information and comment.

The FOCUS Review is intended to provide the Chief of Mission with current views of the degree to which Washington-level needs are being satisfied by the Mission and changes which are considered appropriate.

* The FOCUS program is related to the National HUMINT Collection System under which national intelligence needs are identified for human source collection and collection responsibilities are assigned to specific agencies with assignments to non-Intelligence Community departments or agencies made on an advisory basis. National Collection Plans are documents coordinated with the Departments of State and Defense and other concerned agencies. They are issued on countries, regions, or topics concerning which policy-makers and analytical elements identify significant intelligence needs. Reporting in response to these Plans is monitored and the Plans are reviewed after a year or more and revised. This review process extends beyond mission reporting to include all human source collection. Accordingly, to avoid redundancy, FOCUS Reviews are generally undertaken only where such assessments are not being undertaken.

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Next 8 Page(s) In Document Denied